

5 MAY 1977

DD/A Registry
77-7577

COMPT 77-0852

MEMORANDUM FOR: Deputy Director of Central Intelligence
FROM : F. W. M. Janney
Director of Personnel
SUBJECT : FY 1977 Annual Personnel Plan

1. Action Requested: This memorandum contains recommendations for your approval; such recommendations are found in paragraph 4.

2. Background: Attached are charts and analysis of the FY 1977 Agency Consolidated Annual Personnel Plan and Career Service comparative statistics. This year the charts have been annotated in red to highlight particular strengths and weaknesses or items of interest. To each page of the consolidated report there is attached an analysis/comment sheet pertinent to both that page and the corresponding page of the comparative charts.

3. Staff Position: The APP continues to provide significant insights on Agency personnel management. I have selected three categories as requiring specific action on the part of the Career Services at this time. In addition, there is attached a supplement of items worthy of special note by the Heads of Career Services.

Items Requiring Special Attention: (The page numbers noted relate to the APP charts.)

A. Utilization of the Personnel Development Program (PDP)

Management's use of the PDP is not satisfactory. This is illustrated in three particular areas: intra/inter-Career Service rotational assignments (page 6); replacements for separating GS-14 and above employees (page 8); and three OTR courses, Management Seminar, Advanced Intelligence Seminar and Senior Seminar (page 9).

In each of these areas there are too few PDP-identified officers participating. Failure to utilize these opportunities for executive development is poor management and jeopardizes the overall Agency personnel management system. It defeats the purpose that the Personnel Development Program is designed to serve.

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Intra- and inter-Career Service rotational assignments are reported on page 6. In FY 1976 only 33 percent and 37 percent respectively of the total "intra-" and "inter-" rotations were PDP-identified officers at the GS-14 and above level. These percentages are not satisfactory.

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Replacement requirements resulting from identified separations at the GS-14 and above level should be arranged to take advantage of as many PDP officers as possible. Other reassignments may be required occasionally to free the right employee or open the right job, but opportunities for executive development are currently being lost. The total replacement at GS-14 and above for FY 1977 is [] but of these only [] or 46 percent, are PDP-identified. This percentage is not satisfactory.

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Specific Training Courses, Management Seminar, Advanced Intelligence Seminar and Senior Seminar, are designed to serve the particular needs of the GS-14 and above manager and, as such, are an integral part of the Agency PDP. Referring to page 9, line 3, the percentages of PDP-identified employees attending these courses in FY 1976 were 57 percent, 34 percent and 50 percent respectively. The total number of PDP's in training was [] and yet the Agency reports [] employees on the Developmental Roster and [] on the Executive List. The low percentages of PDP-identified employees in these courses can only be considered as unsatisfactory. Further, components have sent individuals to these courses who, in some cases, were less than two years from known and/or mandatory retirement. These courses must not be used to provide interim assignments, ego satisfaction, or simply to fill an office quota. A minimum of 75 percent of all attendees in these three designated courses should be PDP-identified.

Action:

Increased participation of PDP-identified employees in each of these areas must rest with the Career Services, where PDP identifications and training plans are made. The PDP percentages of rotational assignments should be doubled; their percentage as replacements for identified separations be increased to 65-70 percent; their percentage in the identified training courses be a minimum of 75 percent. Efforts to increase PDP input in these areas should not wait for the 1978 goal-setting exercise.

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The Director of Personnel, in conjunction with the Director of Training, should monitor this problem. The Director of Training should require an explanation before accepting non-PDP students from the selecting component.

B. Personal Rank Assignment (PRA)

25X1 The use of PRA is an expensive management tool that is too often and too easily abused. As of 30 September 1976, the Career Services reported a total of [] over their stated goal. The estimated cost difference between the grade of the position and the grade of the incumbent is \$3,700,000 annually. Of the total number of PRA's, [] percent had been extended beyond the original not-to-exceed date and [] were PRA's of two or more grades. Overall, [] percent of the Agency is in a PRA situation. Even more alarming, among supergrades, 9 percent, 30 percent and 21 percent of the GS-18's, GS-17's and GS-16's respectively are so assigned.

Action:

25X1 The Office of Personnel be directed by the DDCI to obtain from the Career Services specific data on the [] extended beyond the not-to-exceed date and the [] of two or more grades. The Services would be directed to provide the Director of Personnel the names of the employees, reasons for the PRA status, and planned corrective action to be taken by 30 September 1977. The report would be due in to the Director of Personnel by 1 July 1977.

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C. Counseling--Professional and Technical Employees

25X1 The counseling cases report on page 23 is new this year. It reflects that [] professional and technical employees, or slightly over [] of the on-duty strength in those two categories, were ranked in the "low percentile" (i.e., a combination of low ranking and marginal or substandard performance) in FY 1976. Of that number, only [] were actually counseled. Half had over 20 years Agency service and 70 percent were GS-12 and above. Most significantly, [] individuals had been ranked in the "low percentile" in each of the three years and an additional [] had been so ranked in both FY 1975 and FY 1976. These two groups comprise [] individuals or 75 percent of the total.

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Action:

25X1 The Office of Personnel be directed by the DDCI to obtain from the Career Services the names of all individuals ranked in the low percentiles for two and three consecutive years. Each name should

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be accompanied by a statement of the action now in process or planned to be taken by 1 September 1977. These listings should be forwarded to the Director of Personnel by 1 July 1977 for subsequent review by the DDCI.

4. Recommendation: It is recommended the attached consolidated Agency APP and Career Service Comparative charts and the supplement to this memorandum be given to the Heads of the Career Services for their information and guidance in evaluating their Service performance in comparison with the Agency and other Services. We also recommend that this memorandum be provided as a guide for action by senior management, and with your approval I will initiate the report requirements contained herein.

[Redacted Signature]

R. W. M. Jarney

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Attachments
As stated

APPROVED :

[Redacted Signature]

6/1/77
Date

DISAPPROVED:

Date

Distribution:

Orig - Adse, return to D/Pers

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